

Would You Work for You?

by Sam Geist

It depends. Are you a boss or leader?

The boss drives his men; the leader coaches them.

The boss depends upon authority; the leader on goodwill.

The boss inspires fear; the leader inspires enthusiasm.

The boss says: "I"; the leader says "WE."

The boss says: "Get here on time"; the leader gets there ahead of time.

The boss fixes the blame for the breakdown; the leader fixes the breakdown.

The boss knows how it's done; the leader shows how.

The boss says: "GO"; the leader says, "Let's GO!"

—H. Gordon Selfridge,
Founder, Selfridge's
Department Store, London

Ask yourself honestly, would you work for you? Would anyone else work for you? With the battle for talent raging, a positive response is vital to long-term business survival. Loyalty can no longer be taken for granted; people are much less hesitant to defect if they feel unhappy with their situation.

Would You Work for You... If You Knew Yourself Better?

"Make it thy business to know thyself, which is the most difficult lesson in the world."

—Miguel de Cervantes (1547-1616)

Getting to know yourself, from the inside out, takes time, patience and persistence. Those who have succeeded had the courage along the way to ask themselves some questions:

- What is my purpose in being a leader?
- Where do my passions lie?
- What weaknesses do I see in myself?
- How vulnerable am I to these flaws?
- What am I doing to eliminate them?
- What are my goals?

For leaders, the ability to see not only themselves, but everyone around them, is essential. While few of today's leaders face situations where understanding of the other point of view holds life-or-death consequences, they are certainly required to empathetically consider the feelings and the history of those with whom they have regular contact in order to make judicious decisions. Although the underlying patterns that exist in relationships are often invisible, cloaked in layers of expectations, innovative leaders are able to see into this invisible core, and thereby encourage beneficial interaction.

Being aware of the thoughts, outlook, attitude, and expectations of others empowers leaders to anticipate and meet those needs. This level of sensitivity is often not regarded as businesslike; however, research has shown it offers tremendous business benefits.

By thinking with staff—not for them, by empathizing with them—not becoming emotionally involved, by moving with colleagues—not rushing ahead or dawdling

A Quiz for Leaders

Very often when I do one of my business presentations I ask, “Would you work for you?” and the reaction is always the same. Audiences look puzzled for a moment, slowly begin to smile, but in mid-smile their expressions change, as they realize the answer is not as certain as they had hoped. *Would you work for you? Do you know what you need to know to do what you, as a leader, need to do?* A tough question. Here’s a short quiz that will help you find out. The answers to the quiz are found on page 12.

1. According to research and surveys conducted with leaders, what was the one characteristic mentioned most frequently as a vital component of effective leadership?

- A. Smarter than anyone else in the organization
- B. Able to inspire
- C. Best buddy with staff
- D. Expecting respect due to the position held

2. Sixty-nine percent of executives surveyed in a Manchester Consulting study listed which of the following as the greatest trust breaker in organizations?

- A. Acting inconsistently in what is said and done
- B. Betraying confidences
- C. Breaking promises
- D. Withholding information

3. The 1997 National Study of the Changing Workforce indicated that all people generally look for the same job satisfiers. What are they?

- A. Higher job quality and good wages
- B. Workplace support and good benefits
- C. Good wages and good benefits
- D. Higher job quality and workplace support

4. What percent of payroll costs is spent on training according to recent research?

- A. 1%
- B. 2%
- C. 3%
- D. 5%

5. An Angus Reid group poll was conducted to determine if Canadian employees were stressed at work. What percent of

those surveyed said they experienced a great deal of stress at work?

- A. 25%
- B. 35%
- C. 50%
- D. 70%

6. Time management experts advocate that there are three types of time that leaders should block out during the day. Which one do they say is the most important?

- A. Internal time
- B. External time
- C. Lunch time
- D. Self-time

7. Booz-Allen researchers were surprised not only by the fact that 92% of participants felt the Internet was profoundly transforming the marketplace, but that companies from which industry(ies) were shifting gears to meet the challenges?

- A. Technology oriented
- B. Retail oriented
- C. Business, banking oriented
- D. A, B, and C
- E. A and C
- F. A and B

8. When leaders were asked how to maintain an organization’s momentum, they all agreed it took ongoing execution. Which of the following is *not* a requisite of ongoing action?

- A. Setting goals
- B. Avoiding risk
- C. Innovating
- D. The ability to change

behind, *by working with staff*—not doing things for them, *by accepting them as they are*—not judging and criticizing them, and *by seeing from the other point of view*—not merely from your own, you grow as a leader, your staff grows, your organization grows.

Integrate these 10 principles into your understanding of human behavior to help you become the empathetic,

sensitive leader that people appreciate—and are happy to work for.

1. Everyone sees from his or her own unique perspective, and it is bound to be different from yours.
2. Everyone wants to be fulfilled, satisfied, happy. They change to gain pleasure. They change to avoid pain.
3. Living or working in different environments causes people to think and act differently, because their

experiences, and hence their perception of reality, is different.

4. No matter how illogical, strange, or irrational some behavior appears to the observer, it makes sense to the person exhibiting it—and it is, at that moment, fulfilling to that person.
5. True understanding comes primarily from experience. A decided course of action is appreciated by those who assisted in its formulation.
6. Feelings and emotions are often far more powerful than rational judgment.
7. True cooperation is possible only in a win-win situation. The benefits and the rewards must be appreciated and attainable by all.
8. The methods used to garner cooperation may be more significant than the cooperation itself.
9. Feelings and attitudes change when people convince themselves that change is beneficial to them—not before.
10. The best perspective from which to understand the perceptions, attitudes, and behavior of those you lead is from each person's internal frame of reference.

Empathy Humanizes—Compassion Uplifts

Recent studies at PepsiCo showed that division leaders around the world with emotional strengths such as self-awareness, adaptability, and empathy exceeded their targets by 15%–20%. Those lacking in these areas underperformed their targets by approximately the same percentage.

In today's high-tech, global business environment, empathy has become a more vital component of effective leadership than ever before. When dealing with people around the world, it is essential to be cognizant of the nuances of different cultures and make every effort to demonstrate empathetic savvy. During a program I delivered to the American Society of Travel Agents in Strasbourg, France, I met a couple who trained European business people in the cultural niceties of business in America at their offices in Paris—and educated American businesspeople in European know-how at their offices in Cincinnati. They explained that with so much at stake in the global business scene, leaders need to prevent the faux pas that plagued many earlier international business efforts.

I recently read a customer service article that described how the general manager of a prestigious hotel, while overseeing a black-tie function, noticed one uncomfortable dignitary without the *de rigeur* tuxedo. The hotel manager took the man to his maitre d', who not only handed him the tuxedo off his own back but had it quickly altered to fit. The guest was able to enjoy himself at the function in appropriate style, while the general manager demonstrated empathy (*and service*) worth emulating.

Empathetic and compassionate leadership facilitates not only better employee performance, it contributes significantly to optimized job satisfaction and decreased turnover rate.

A Credo to Maintain Trust

Be absolutely truthful. Demonstrate it.
Trust your associates. Show it.
Be willing to accept new ideas, no matter their source.
Take personal risks for the sake of the company.
Give credit where it's due.
Be absolutely honest with money.
Put the interest of others before your own.
Coach freely.

—Researchers at the University of Chicago's
Social Psychological Department

Trust Binds

One of the major forces in any relationship is trust. Remember the flying trapeze artists at the circus; trust is encoded into the relationship that allows them to work together. It is no different in a business organization. Nearly 65% of American Human Resources managers surveyed by the Conference Board cited mistrust of management as the biggest obstacle in employer/employee relations. Distrustful workers are less committed and less effective than those who trust their employers. Distrustful managers waste time checking up on employees and are also less effective as a result.

Knowing yourself, really knowing what makes you tick, has everything to do with life no matter where and how and with whom you live it. Becoming a more self-aware and perceptive person has everything to do with becoming the kind of leader you would want to work for.

...If You Gave Your Employees What They Wanted and Needed?

"If you want one year of prosperity, grow grain. If you want 10 years of prosperity, grow trees. If you want 100 years of prosperity, grow people."

—Chinese Proverb

To get good people, to grow them, it is essential to understand what they really want and need. The following are prominent on the most-wanted list of the more than 2.4 million workers interviewed during a 17-year study conducted by International Survey Research.

Provide Opportunity by Training. "Training isn't just a nice thing to do anymore," says Laurie Bassi, Vice President of Research at the American Society for Training and Development. "Companies are now thinking of training as a strategic imperative." This is true for at least two reasons. First, employees no longer commit to the same organization for 25 years. Most anticipate three or more career changes. Training is vital to their future marketability, so they often make job choices accordingly. Second, leaders realize that

the ever-growing mass of information arriving on every company's doorstep can best be absorbed in an environment that advocates ongoing learning.

Ask leaders what their biggest challenge is and you hear repeatedly finding, attracting, and keeping good people. Ask good people what their biggest career challenge is and you hear again and again finding other good people to work with and work for. Providing training, offering learning opportunities, encourages you to work for you.

Provide a Good Place to Work. A recent Angus Reid Group poll found that nearly half of Canadian employees surveyed experience a great deal of stress at work—25% of them so extreme it makes them ill. Workers are having problems coping with their job, their workload, and their workplace relationships. The effects are cyclical. Stress reduces the ability to concentrate and productivity, leading to employer angst, which creates even more stress.

Many leaders realize the crippling effect of stress on their workforce and have begun to take steps to alleviate it. One company hired a part-time concierge to pick up employees' dry cleaning, run errands, and take lunch orders. Another, Nova Chemical Corporation, provides a napping room, especially for its shift workers. Cisco Systems, Inc. recently opened one of the largest daycare centers in the United States.

Companies looking to attract and retain the best talent are providing a good place to work.

Provide a Sense of Personal Achievement. We all want to work in a place that nurtures self-esteem. Happy, satisfied employees work better. They are more committed, more willing to go the extra mile.

After working 12 years as a nurse, Heather Munro found self-esteem and satisfaction as a production technician at KI (formerly Krueger International), an office furniture factory. She says, "Here, no one tells you what to do and everyone is equal." KI has been using a Japanese management style, according to Scott Deugo, Vice President. It gives employees a common goal, a sense of worth as well as input into the company's decision making. KI focuses on teamwork, respect, trust and equality.

Provide Rewards to Your Staff. In addition to a competitive salary, recognition and acknowledgement of a job well done are powerful. Recognition can take many guises, but all who have implemented recognition programs agree that they build self-image, morale, camaraderie, a sense of satisfaction, and productivity. The I Caught You Doing Something Right program has been a big hit at Dale Carnegie since its inception. Every week one employee, nominated by coworkers, wins a \$250 award for a job well done. Robert Rogers, CEO of Texas Industries, asked his employees for

ideas to save his cement and slag company. He got them, ideas that increased TXI's profit by 15%. He gave the responsible employees sizable bonuses. Recognizing and rewarding employees keeps them excited about their job and their company.

Provide Inspiring, Motivating Leadership. Leaders agree that inspiring, motivating leadership requires an internal fire to be transmitted to every corner of the organization—making everyone with whom it comes in contact, passionate as well. Transmit your passion these five ways:

- Be an enabler. Give others the opportunity to carry the passion forward.
- Be unimpeachable and compassionate. Be above reproach, but be understanding so others dare to follow.
- Recognize others for what they are. Expect high performance, but don't expect the sun, the moon, and the stars.
- Walk the talk.
- Recognize change. Celebrate achievements.

After all is said and done, would you work for you based on your ability to provide what is wanted and needed?

...If You Managed Your Time Effectively?

"Don't say you don't have enough time. You have exactly the same number of hours per day that were given to Louis Pasteur, Michelangelo, Mother Teresa, Helen Keller, Leonardo da Vinci, Thomas Jefferson, and Albert Einstein."

—Life's Little Instruction Calendar

Effective time management begins with planning. Create a prioritized to-do list that outlines short-term, mid-term, and long-term projects, as well as must-dos, goals, and objectives. Experts in time management warn against two dangers regarding this planning stage: First, don't permit the planning process to become all consuming, leaving too little time to act; second, be flexible enough to reprioritize as the situation changes. And it does—all the time!

When prioritizing your time, experts agree there are three types of time to be blocked out:

- **Internal Time:** The optimum time to do your own work—uninterrupted. This is the time you are most productive on your own. For some, it's early in the morning, before the phones start ringing and the noises of the day distract. Find the best time for you and block it off.
- **External Time:** The best time to hold meetings, schedule conference calls, attend to the outside issues of the day. This is harder to block off because schedules need to be coordinated. Whenever it's possible, I suggest mid-morning or mid-afternoon for my external time, before someone else suggests a less personally effective time.
- **Self-Time:** The most important segment of time, yet the hardest time to block off and probably the least taken.

Now that psychologists and human resources people are validating its importance, blocking off self-time is more accepted and is regarded less as loafing on the job. A few minutes of relaxation, introspection and head-clearing can do wonders to revive the mind, refresh the spirit, and speed you on your way.

As you prioritize your work for the day, week, and year, keep in mind Pareto's 80-20 principle, which states that if all work is arranged in order of value, 80% of value comes from 20% of work. It is your mandate to find the 20% of work that will yield 80% of value. Using this principle can save a great deal of time, as you become comfortable delegating the 80% of work that only gives 20% of value.

Another time-management tactic I find helpful is to ask myself, "What is the best use of my time right now?" This encourages me to stop for a minute, consider my priorities, my time constraints, my needs, and the needs of those around me. Answering this question helps me get back on track when I'm distracted, sluggish, or torn between several demands.

While working to improve your time management, be aware of two time robbers:

- **Interruptions:** Some work environments are more conducive to interruptions than others. The open office concept requires a determined effort to concentrate on the task at hand. Hang a sign that reads my door is closed—even if there isn't a door—when you are working on a project that requires your undivided attention.

Use voice mail and e-mail to save time. Use the telephone as a quick alternative to meetings whenever possible. Keep all the information you need at your fingertips before dialing, so there won't be the need to call back to clarify or gather missed data.

- **Difficulty in Saying "No":** We're made to feel guilty when we refuse. It becomes much easier just to say yes, but not for long. Practice saying no until you are able to say it gently, but firmly; with empathy and understanding, yet resolutely. It will give you more than time. It will give you a sense of control and freedom, and will make it easier to work for you.

Leaders across the country offer useful time management ideas:

- **Delegate Effectively:** Don't delegate what can be eliminated. If it's not important, it's probably not important enough to pass on. Delegate the things you don't want to delegate. We all tend to hold onto the things we like to do, even if we don't have time to do them or even if they interfere with more important tasks we need to do. Delegate, but don't abdicate. Stay in the loop.
- **Be Organized:** If you can't find it, you can't do it in a timely manner. Reserve time daily to keep on top of paperwork. Don't leave at the end of the day until you are organized for the next day.

- **Get an Early Start:** Start with the real priorities of the day. Do the toughest tasks first.
- **Simplify! Simplify! Simplify!**

While time management is an essential leadership skill, keep in mind the other important skills needed to take care of your business effectively, such as ...hiring, teambuilding, delegating, resolving conflict, and making decisions.

Recognizing the necessity of these skills, would you work for you based on your management skills?

... If You Communicated Effectively?

We all, in one way or another, send our little messages to the world... And rarely do we send our messages consciously, we act out our state of being with non-verbal body language. We lift one eyebrow for relief. We rub our noses for puzzlement. We clasp our arms to isolate ourselves or to protect ourselves. We shrug our shoulders for indifference, wink one eye for intimacy, tap our fingers for impatience, slap our foreheads for forgetfulness...

—Julius Fast, psychologist,
Body Language

We usually think of effective communication as transmitting and receiving information accurately—that is, speaking, listening, writing, and understanding—so that misunderstanding does not occur.

Effective communication, however, is much more than verbal responses. Gestures, body posture, and facial expressions communicate our thoughts and feelings quite strongly. In the 1960s, psychologists Paul Ekman and his associates laid the foundation for later studies that found that 70%–90% of communication is nonverbal.

Being aware of nonverbal messages, in addition to verbal ones, affords tremendous advantages to every leader. Skill in interpreting nonverbal signals assists in garnering useful information about those with whom we communicate. An awareness of one's own nonverbal communication also assists in controlling what signals we send out to others.

Nonverbal communication includes the following elements:

- **Body Language:** Facial expressions, body movements, gestures and posture
- **Physical Space:** Personal space, distance maintained in discussion
- **Personal Attributes:** Appearance, vocal cues, nonwords (ums, ahhs, gasps, groans, etc.), and touch
- **Speech:** Tone, speed, volume

The messages that are sent via body language and personal attributes often communicate more emphatically, more powerfully than their verbal counterparts.

Whether communicating one on one, at meetings, or on a negotiating team, be aware of the gestures and expressions that provide insight into your attitude and the attitudes of the people with whom you are communicating.

- Respect and honesty are demonstrated by eyes focused on those of the listener (no shifting, no avoiding eye contact).
- Confidence is often demonstrated by good body posture—head upright, back straight.
- Interest is demonstrated by the listener leaning slightly toward the speaker, sitting on edge of a chair, eyes focused on the speaker.
- Careful evaluation is demonstrated by an appearance of concentration, peering over eye glasses, cupping chin, little movement.
- Eagerness is often demonstrated by rubbing the hands together, smiling excessively, frequent nodding of the head.
- Deception or dishonesty is often demonstrated by frequent blinking, coughing, quick sideway glances, or looking away while speaking.
- Defensiveness may be demonstrated by arms across chest, emphatic hand and arm gestures.
- Insecurity and anxiety is often demonstrated by constant fidgeting, nail-biting, and hand-wringing.
- Frustration is often demonstrated by heavy breathing, rubbing of the neck, clenching fists.
- Boredom or indifference may be demonstrated by glazed-over eyes, a preoccupied demeanor, or aimless doodling.

Use your awareness and knowledge of body language advantageously to create a more effective communication environment.

There are several other interesting nonverbal communicators worth mentioning. Meeting rooms and seating arrangements send out signals. Hence the establishment of King Arthur's Round Table, where no participants were in a position of power of the table's "head." Consider the conditions of your meeting room. Dark, dingy, dirty rooms convey to the newcomer that the organization is slovenly, it conveys a lack of confidence.

Distance between participants is also a nonverbal issue. Keep in mind the need for personal space, realizing that different cultures have different requirements. Too much space indicates an emotional distance, not desirable for collaboration. Too little distance may be regarded as too intimate to be comfortable.

Vocal cues can also provide valuable information. There are several speech attributes to consider:

- **Volume:** Too quiet impedes hearing, too loud sounds confrontational. Sometimes lowering your voice is more effective than shouting.

- **Pitch:** Some changes are necessary to prevent boredom. A monotone loses the listener's attention. A high-pitched voice often indicates excitement, whereas a low-pitched voice may indicate anger.
- **Rate:** Too slow is frustrating to listeners and often loses them. Too fast may indicate nervousness and may impede understanding. Attempt to mimic the rate of those with whom you are in discussion.
- **Timing:** Responding as soon as the last words leave the speaker's mouth may be interpreted as inappropriate—almost interrupting, too eager, not thought through. Response after a moment of silence may be interpreted as more thoughtful, more respectful.

Finally, the ubiquitous handshake communicates quite emphatically. A firm handshake, especially on an initial meeting, conveys power, confidence and sincerity. A loose handshake conveys wimpiness and insecurity. It is even considered insulting by some. A vice-like grip, aside from actually being painful, may send messages of intimidation or an overbearing demeanor in much of the world.

For mutually beneficial communication, combine a firm handshake with a smile and direct eye contact. This approach conveys honesty and friendliness and puts people at ease—and really does set the stage for a positive, continuing relationship.

Based on your nonverbal communication skills, would you work for you?

... If You Move Your Vision Forward?

"Vision without action is a daydream. Action without vision is a nightmare."

—Japanese Proverb

Once you are aware of all the criteria that would encourage you or someone else to work for you, there is only one remaining consideration to address: relentless, consistent execution.

In a recent poll, top CEOs were asked for the motto they personally found most inspiring. A great many said their favorite was "Just do it!" Without perpetual execution the wheels simply grind to a halt.

Author Robert Fritz states that organizations, no matter their size, move forward in the wake of a clear, widely understood vision, since this state of affairs creates a tension between what exists and what could be. People work together to close the gap. Organizations that have developed such an integrating vision are quick to recognize that their people all speak the same language, have common expectations of each other and are ready to work toward established

goals. Setting goals puts direction and purpose right in the middle of the vision. Without establishing specific goals, the vision lacks legs.

Mary Angela Bucca, for example, is an employee who set her goals quietly but firmly at Luca Industries. She was interested in advancing the causes of women and minorities at her company, but she realized she needed to begin with an issue that the organization would support. She established a local network of workers with disabilities and went on to convince managers to hold an awareness day for the group. It was not a low-key affair. She brought in people to educate staff, she borrowed wheelchairs so staff could feel what working in one was like, and she used sound blocks and blindfolds so that they could feel what it was like to be deaf or blind. Her awareness day made a tremendous impact. It changed things at Luca. Mary Angela gained the confidence of managers and continued to raise awareness for the disabled. Gradually she also began raising awareness for women and minorities. With ongoing persistence and with an eye toward her goals Mary Angela achieved them, one step at a time.

To enable your vision to become reality, make a list of clear goals that you are able to control—that is, goals that are within your power to achieve, that you and your organization will work toward completing.

Goal-setting makes you a better planner, thinker, player, and leader. It makes your people better employees and your customers happier. Goal-setting is anti-stagnant. It keeps things fresh, clear, moving.

Based on your goal setting capability, would you work for you?

Conclusions

Outstanding leaders must maintain values that conform with societal demands, expectations, and norms. In today's society that translates into leaders who are humane, authentic individuals who have integrity and rooted values and live by them.

Becoming an authentic person involves understanding not only what actions to take, but also appreciating how those actions affect others. Great leaders exemplify behavior that not only leads to self-fulfillment, but also demonstrates a concern for and commitment to others.

The challenge does not end there, as leaders of today will inevitably be involved in tomorrow's organizations. It is within this context that exemplary leaders continue to search for viable solutions to change what must be changed, yet they remain ever cognizant to preserve essential, valid values.

Smart Goals Are Specific, Measurable, and Achievable

Create a Plan

Share your goals with others. Together develop strategies for success. The longer-term, more complicated goals can be broken down into smaller, more easily achievable ones. At this stage it is also helpful to acknowledge the probability of obstacles and develop strategies for handling them if and when they arise.

Set Specific Goals

Ensure that your goals are measurable. The more precise the goals, the easier it is to determine if you have achieved them. Philosophical goals are great for discussion, but poor for realization.

Set Realistic Goals

Goals should be a stretch, but attainable. Check that you have enough information, skills, and knowledge to achieve the goals you've set. If not, acquiring information and understanding would perhaps be a more realistic primary goal. Setting goals too high is discouraging; setting goals too low is counterproductive.

Specify a Timeframe

Determine not only the "what," but also the "when." Check periodically to ensure that you are on target. Discovering incongruities early in the game may give you enough time to make adjustments.

Ask Goal-Setting Questions

Do this right from the start. They'll assist to keep you on track.

- What skills are needed to achieve this goal?
- What information or knowledge is required?
- What help, collaboration, or assistance is required?
- What resources are required?
- What obstacles might be encountered along the way?
- Am I making any assumptions without verification?
- Are there any alternative approaches to be considered that may be better?
- Are my goals prioritized to be effective?

Becoming the leader that you and others would want to work for is an exciting, stressful, overwhelming, never-ending quest. As you continue your quest, carry with you both the lantern and the shovel. Hold the lantern high so you will see the possibilities all around you. Dig the shovel deep to unearth the opportunities that will be found only by persistent effort.

Be a leader's leader. Listen. Learn. Lead. Live. Laugh. 🌟

NOTE: This article is based on the book *Would You Work for You?* published in 2001 by Addington & Wentworth, Inc.

A Quiz for Leaders: Answers

1. B. Able to inspire

This element was ranked as the top requisite. Only by providing inspiration and motivation to those who surround you can the organization move forward. An excellent example is a symphony conductor, who as the director of the orchestra appears powerful and in charge. The conductor's power, however, lies in his or her ability to inspire the members of the orchestra to make beautiful music together. Without successfully achieving this, the leader remains only a silent person waving a stick.

As a leader, you inspire yourself and your staff by providing them with answers to important questions: Why are we here? Who are we as a company? What are we doing that is important enough for us to be spending long hours here? Your answers must be convincing, passionate, compassionate. You must exemplify the zeal you wish them to adopt—so that inspired and motivated, they will travel with you to the ends of the earth.

2. A. Acting inconsistently in what is said and done

While all four choices listed were found to be trust breakers, not doing what was promised was the greatest one.

In descending order, the other eight trust breakers listed include—

- seeking personal gain above shared gain (41%)
- withholding information (34%)
- lying or telling half-truths (33%)
- being close-minded (29%)
- being disrespectful to employees (28%)
- withholding support (16%)
- breaking promises (14%)
- betraying confidences (13%)

3. D. Higher job quality and workplace support

Job quality, as defined by the National Study of Changing Workforce, is autonomy on the job, opportunity to learn and advance, meaningfulness of work, and job security.

Workplace support is defined as flexibility in work arrangements, supervisor support, supportive workplace culture, positive coworker relations, absence of discrimination, respect in the workplace, and equal opportunity.

Traditionally it was believed that salary and benefits were at the top of an employee's most wanted list. However, it has been found that to maximize employee satisfaction and commitment to employer and to increase retention, employers need to provide high-quality jobs, no matter the occupation—as well as supportive workplace environments, no matter the industry.

4. A. 1%

At a time when the power of training seems to be universally understood, American researchers indicate that it isn't. To have competitive impact in our new millennium, a training infusion equal to three percent of payroll costs is required.

Ask leaders what their biggest challenge is, and again and again you hear finding, attracting, and keeping good people. Ask good people what their

biggest career challenge is and you hear finding other good people to work with and work for.

In an increasingly tight labor market, providing training—offering learning opportunities—certainly differentiates you from your competitors and makes your organization *the* place to work.

5. C. 50%

Not only did nearly half of employees surveyed experience a great deal of stress, but for 25% of them the stress is so severe it makes them ill. Workers complain about problems coping with their job, their workload, and their workplace relationships.

The effects of stress are cyclical, since stress reduces the ability to concentrate, which in turn reduces productivity—which leads to employer angst, which in turn circles back to increased stress.

Many leaders, realizing the crippling effect of stress on their workforce, have begun to take steps to alleviate it—from providing a concierge to pick up employees' dry cleaning, run errands and take lunch orders to providing day care or giving a needed day off. The solution seems to be as individual as the company providing it.

6. D. Self-time

It's the hardest time to block out and, as a result, probably the least taken. Now that psychologists and human resources people are validating its importance, blocking out self-time is more accepted and less regarded as loafing on the job. The other two types of time to block out are internal time—the optimum time to do the work you do—and external time—the best time to hold meetings, conference calls, and attend to the outside issues of the day.

7. D. A, B, and C

Researchers were most surprised that companies across *all* industries and regions were changing to meet Internet challenges. In addition, 30% of respondents said the Internet is forcing them to rethink and renew their strategies to stay competitive, while 61% said they were in a better position to achieve their strategic goals using the Internet. The new global playing field is going to be located in cyberspace. It's time for leaders to play their game in the new field.

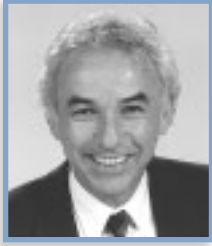
8. B. Avoid risk

Avoiding risk is anti-action, whereas the other three choices enable perpetual execution.

Setting goals puts direction and purpose right in the middle of your vision—enabling you to move forward. Innovation keeps the organization going in new unexplored, exciting directions.

The ability to change opens possibilities not before contemplated. It requires expecting change, staying up to date, being a risk taker, and growing your network.

Would you work for you? Yes No I'm still not sure.



Sam Geist has, for more than 15 years, distinguished himself as a professional speaker, consultant, and facilitator to a diverse group of organizations across North and South America. He is internationally recognized as an authority in the areas of business management and strategy, leadership, and the changing marketplace. He is an entrepreneur, marketing specialist and author of the best-selling business books *Why Should Someone Do Business With You... Rather Than Someone Else?* and *Would You Work for You?* He also writes regularly for a wide variety of publications about business issues.

No idle armchair philosopher, Sam has insights that stem from years of front-line business experience, first as owner and operator of a national retail sporting goods chain and now as president of a consulting firm. He customizes motivational "ideas" seminars, training sessions, and hands-on interactive workshops to provide well-focused, actionable solutions for today's marketplace issues.

More than a motivator, he is a thought provoker who challenges his audience to think, to plan, and to act in a disciplined strategic manner to address the environment that surrounds them. He exemplifies his own business philosophy—that "questions inspire thought—answers motivate action"—by asking his clients tough questions and providing them with honest answers. Sam may be reached at samgeist@geistgroup.com.

Masters Statement

How have you passed your wisdom on to others?

I have always attempted in my interactions to create a forum for open communication. In such an environment everyone involved is comfortable enough to participate, learn, develop a broadened perspective, come to new conclusions, and begin to act—to do.

In my presentations I encourage the sharing of ideas, open discussion, and the acquisition of not only the wherefores but also the how-tos. In my articles and books I try to simplify the information presented so it is more easily accepted by the reader.

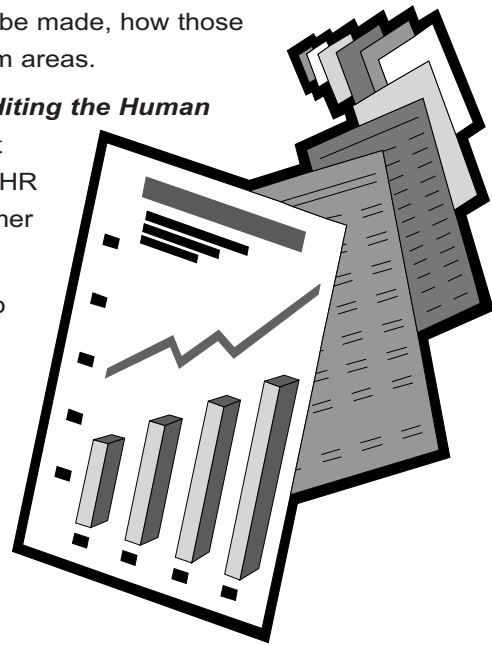
In my role as consultant or facilitator I listen, I discuss without discounting the other points of view, and then I encourage action. I know that people remember only 50% of what they see and hear—but 90% of what is said and done.

MAKE THE MOST OF YOUR HR AUDITING PROCESS

HR Audits help to ensure legal compliance while measuring the effectiveness of HR programs. The results of an audit help determine changes that need to be made, how those changes impact the bottom-line, and how to prioritize problem areas.

Make the most of your HR Auditing process with IPMA's ***Auditing the Human Resources Department***, which includes: a sample self-audit questionnaire from the Commonwealth of Virginia; a sample HR Audit Program from Milwaukee County, WI; a sample Customer Satisfaction Survey; and an HR Audit Resources list.

Auditing the Human Resources Department is available to IPMA members for \$30.00 each, plus shipping & handling. Non-member cost is \$50.00 each, plus shipping & handling. To order, contact the IPMA publications department and indicate order code HRAUDIT.



1617 Duke Street, Alexandria, VA 22314
tel: 703-549-7100 fax: 703-684-0948
email: ipma@ipma-hr.org
web: www.ipma-hr.org